

UNCLASSIFIED

AD 414773

DEFENSE DOCUMENTATION CENTER

FOR

SCIENTIFIC AND TECHNICAL INFORMATION

CAMERON STATION, ALEXANDRIA, VIRGINIA



UNCLASSIFIED

NOTICE: When government or other drawings, specifications or other data are used for any purpose other than in connection with a definitely related government procurement operation, the U. S. Government thereby incurs no responsibility, nor any obligation whatsoever; and the fact that the Government may have formulated, furnished, or in any way supplied the said drawings, specifications, or other data is not to be regarded by implication or otherwise as in any manner licensing the holder or any other person or corporation, or conveying any rights or permission to manufacture, use or sell any patented invention that may in any way be related thereto.

414773

CATALOGED BY DDC  
AS AD No. 414773

PRELIMINARY REPORT  
Project No. 151-15

## F.A.A. PERSONNEL

DEPLOYMENT  
ORGANIZATION  
COST

This report has been approved for general distribution.

JUNE 1963

FEDERAL AVIATION AGENCY  
Systems Research and Development Service  
Systems Management Division  
Traffic and Economic Analysis Area  
Washington, D.C.

## CONTENTS

	Page
I. INTRODUCTION	ii
II. TOTAL FAA PERSONNEL - ORGANIZATION	2
III. TOTAL FAA PERSONNEL - COST, LOCATIONS	3
IV. FAA HQ'S - ORG., PERSONNEL, COST, LOCATIONS	4
V. ALL REGIONS COMBINED	6
A. AIR TRAFFIC	7
1. CENTERS	8
2. TOWERS	10
3. FLIGHT SERVICE STATIONS	12
4. INTERNATIONAL FLT SERVICE STATIONS	14
B. SYSTEM MAINTENANCE	16
1. SYSTEM MAINTENANCE SECTORS	18
2. MAINTENANCE DISTRICT OFFICES	20
3. FIELD MAINTENANCE PARTIES	22
C. FLIGHT STANDARDS	24
1. GENERAL AVIATION DISTRICT OFFICES	26
2. FLIGHT INSPECTION FIELD OFFICES	28
3. AIR CARRIER DISTRICT OFFICES	30
4. ENGINEERING & MFG DISTRICT OFFICES	32
5. FLIGHT STANDARDS DISTRICT OFFICES	34
D. AIRPORTS	36
1. AIRPORT DISTRICT OFFICES	38
E. INSTALLATION AND MATERIEL	40
VI. AERONAUTICAL CENTER	42
VII. NAFEC	44
VIII. THE PERSONNEL DATA CARD DECK	45
IX. APPENDIXES	48

## I. INTRODUCTION

This report represents the second in a series of preliminary studies being prepared in support of a comprehensive program to re-examine all of the services which FAA provides with the intent of configuring the facilities and personnel deployment in a way which makes the best over-all use of the available resources.

The basic project was initiated by the Deputy Administrator for Development in a memorandum to all Service Directors dated April 5, 1963, subject, "Think Piece re Flight Service Station Study."

The intent of this second preliminary report is to present a concise picture of FAA personnel deployment and cost, as it exists today.

The basic data used in this analysis was derived from the Agency Personnel IBM card deck updated April 25, 1963. This deck contains a separate punch card for each FAA employee showing organization and location. In some cases employees are listed at locations which do not agree with other FAA publications. No attempt was made to reconcile these differences.

Cost data used in the report represents the average cost for personal services. No adjustments were made for variations in grade structure among the various FAA field and headquarters units. Accordingly, the cost figures are adequate for gross planning purposes only.

The average personal service cost per employee in 1963 was \$7,945. This figure was developed by dividing total estimated cost of Personal Services in FY 1963 by total employees.

A penetrating look at FAA personnel deployment and cost is particularly appropriate at this time. Annual FAA cost for personal services represent approximately 45 percent of the total FAA budget. Total FAA employment has increased from 15 thousand in 1955 to 45 thousand in 1963. Measurement and description of the manpower resources, being consumed by the agency in the performance of its mission, is needed to provide guidance and direction for future system planning.

The annual demands upon the basic resources in the United States today are enormous. In the years to come, as population increases, these demands will become even greater. Advances in technology must be counted upon to offset the stresses which are bound to develop in our economy.

The timely preparation of this report was made possible by the wholehearted cooperation and support of PT-21, MS-170, NS-154, MS-155 and MS-161.

## FINDINGS

1. The 45,847 total FAA employees are deployed at more than 800 cities and towns throughout the world, from TAIIZ, YEMEN to POCATELLO, IDAHO.
2. The largest concentrations occur at Oklahoma City 3,973, Washington, D. C. 3,412, Jamaica, N. Y. 2,230, and Atlantic City 1,660.
3. Oklahoma leads all other states in total FAA employees 4,293 with California second 4,022.
4. The ratio of personnel assigned to Headquarters (Washington & Region) versus Field Operating Units (Towers, Systems Maintenance Sectors, General Aviation District Offices, etc) is as follows:

<u>Service</u>	<u>Headquarters</u>		<u>Fld Operating Units</u>	
	<u>Personnel</u>	<u>Ratio</u>	<u>Personnel</u>	<u>Ratio</u>
Air Traffic	978	1	17,413	18
Systems Maintenance	647	1	9,453	15
Flight Standards	1,841	1	1,834	1
Inst. & Mat	2,776	1	67	0.02

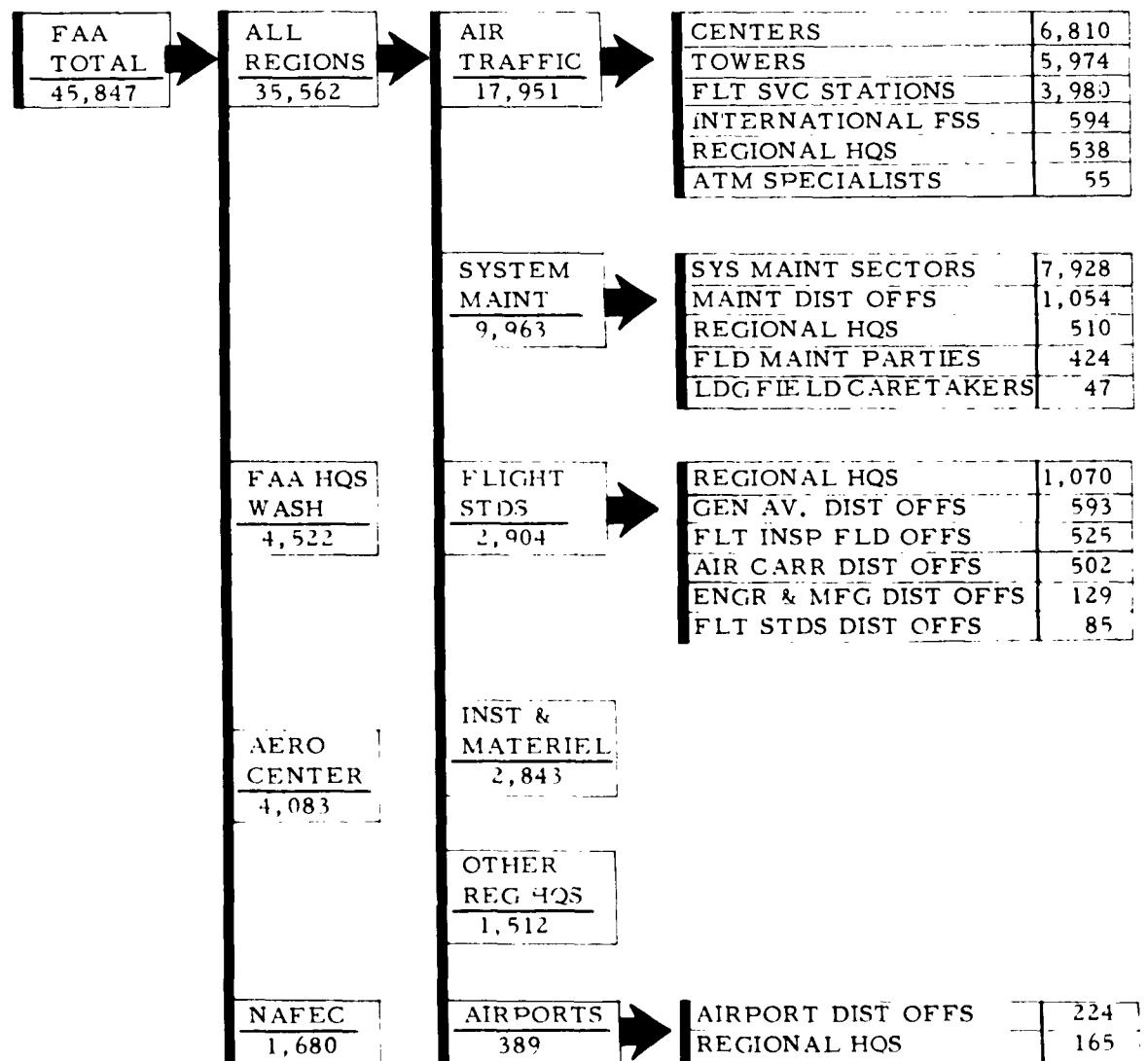
Note: The low ratio for Flight Standards may result from inadequate coding procedures on the IBM cards. Many personnel show field duty stations with Hqs. organization codes.

5. For the FAA as a whole the ratio of personnel assigned to Headquarters (Wash, Region, Aero Center, NAFEC) versus Field Operating Units (Centers, Maint District Offices, Air Carrier Dist Offices, etc) is as follows:

<u>Headquarters</u>		<u>Fld Operating Units</u>	
<u>Personnel</u>	<u>Ratio</u>	<u>Personnel</u>	<u>Ratio</u>
16,856	1	28,991	1.7

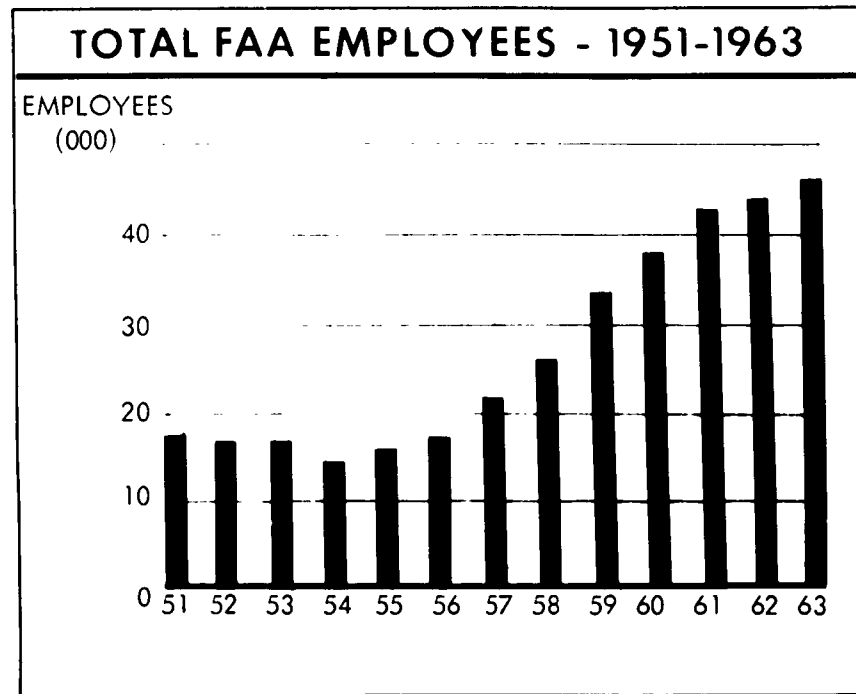
6. Locations providing several types of FAA service, thereby qualifying as potential candidates for consolidation at sub regional level, under one area manager, to achieve maximum efficiency in the use of FAA resources, are listed in Appendix 3.

## II TOTAL FAA PERSONNEL BY ORGANIZATION



### III. TOTAL FAA PERSONNEL

#### COST - LOCATIONS



TOTAL PERSONNEL 45,847

FUNCTION: "Regulate and promote civil aviation in such manner as to best foster its development and safety, and provide for the safe and efficient use of the airspace by both civil and military aircraft and for other purposes."

<u>ORGANIZATION</u>	<u>NO. OF PERSONNEL</u>	<u>ANNUAL COST</u>	<u>NO. OF LOCATIONS</u>
ALL REGIONS	35,562	282,540,090	797
FAA HQS. WASH.	4,522	35,927,290	95
AERO CENTER	4,083	32,439,435	49
NAFEC	1,680	13,347,600	2
 TOTAL	 45,847	 \$364,254,415	



#### IV. FAA HEADQUARTERS

##### ORGANIZATION-PERSONNEL-COST-LOCATIONS



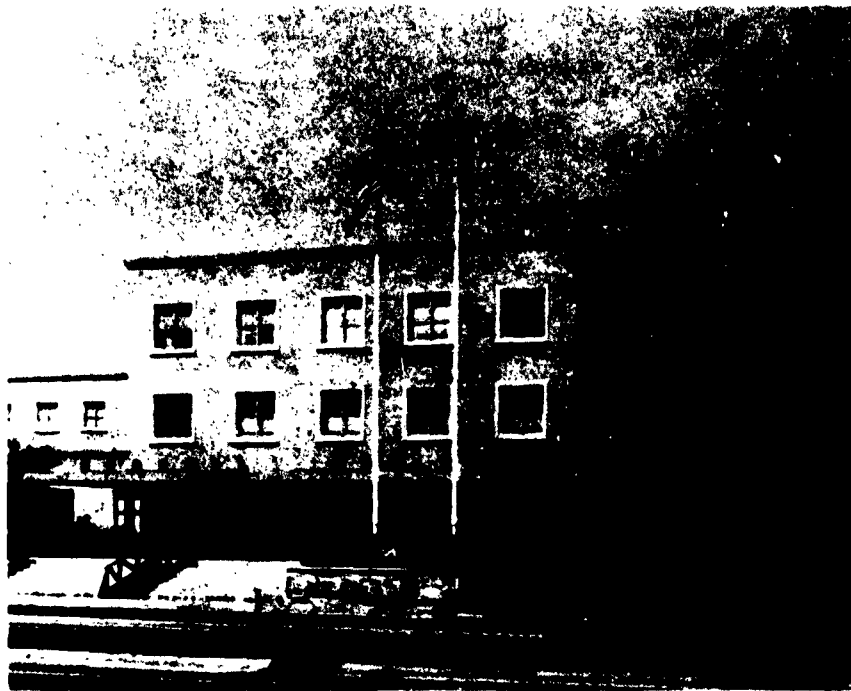
TOTAL PERSONNEL 4,522

<u>ORGANIZATION</u>	<u>NO. OF PERSONNEL</u>	<u>ANNUAL COST</u>	<u>NO. OF LOCATIONS</u>
FLIGHT STDS	771	6,125,595	23
NAT'L CAP APTS	729	5,791,905	4
INST & MAT	633	5,029,185	19
AIR TRAFFIC	440	3,495,800	20
RESEARCH & DEV	365	2,899,925	4
SYSTEM MAINT	137	1,088,465	1
AIRPORTS	101	802,445	1
<u>ALL OTHERS</u>	<u>1,346</u>	<u>10,693,970</u>	<u>43</u>
TOTAL	4,522	\$35,927,290	124

1. FAA HEADQUARTERS (Cont'd)

<u>STATE</u>	<u>NO OF PERS</u>	<u>ANNUAL COST</u>	<u>STATE</u>	<u>NO OF PERS</u>	<u>ANNUAL COST</u>
Dist. of Col.	3,361	26,703,145	Wisconsin	4	31,780
Virginia	719	5,712,455	Mali	4	31,780
New York	47	373,415	Rhodesia	4	31,780
Missouri	41	325,745	Alabama	3	23,835
California	39	309,855	Louisiana	3	23,835
Saudi Arabia	37	293,965	Nebraska	3	23,835
Belguim	33	262,185	Ohio	3	23,835
Florida	23	182,735	Washington	3	23,835
Turkey	19	159,955	Alaska	3	23,835
New Jersey	18	143,010	Georgia	2	15,890
Oklahoma	11	87,395	West Virginia	2	15,890
Philippines	11	87,395	British Honduras	2	15,890
Brazil	10	79,450	Chile	2	15,890
British Guiana	9	71,505	Tunisia	2	15,890
Massachusetts	8	63,560	Connecticut	1	7,945
Texas	7	55,615	Maryland	1	7,945
Denmark	7	55,615	Minnesota	1	7,945
Afghanistan	7	55,615	Pennsylvania	1	7,945
Yemen	7	55,615	South Carolina	1	7,945
Iran	7	55,615	Canada	1	7,945
Europe	7	55,615	Bolivia	1	7,945
Asia	7	55,615	Ruand Urundi	1	7,945
Cuba	6	47,670	Lebanon	1	7,945
France	5	39,725	T. H.	1	7,945
Italy	5	39,725	South America	1	7,945
Morocco	5	39,725	Africa	1	7,945
Taiwan	5	39,725	Australasia	1	7,945
Colorado	4	31,780			
Illinois	4	31,780	TOTAL	4,522	\$35,927,290

V. ALL REGIONS COMBINED

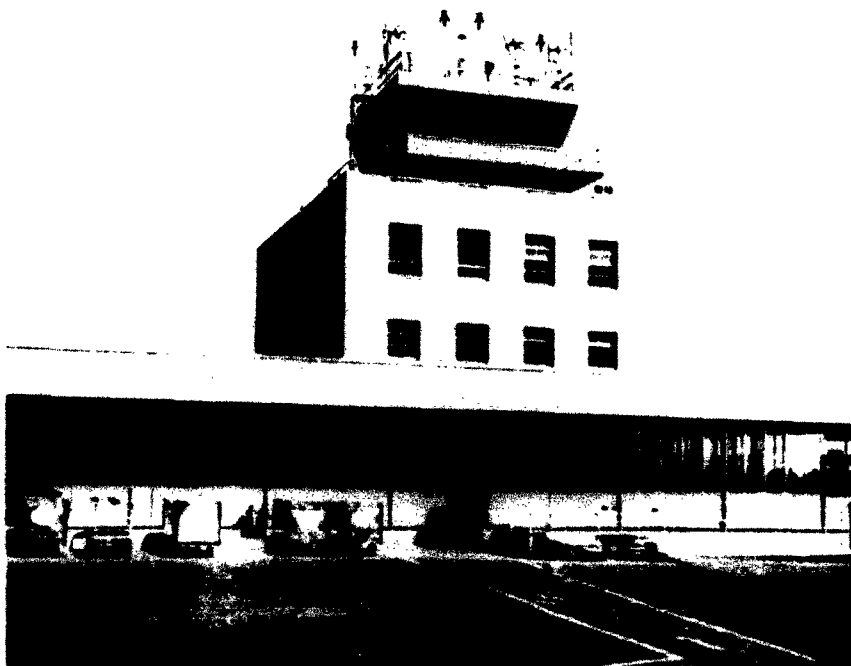


TOTAL PERSONNEL 35,562

<u>ORGANIZATION</u>	<u>NO. OF PERSONNEL</u>	<u>ANNUAL COST</u>
AIR TRAFFIC	17,951	\$142,620,695
SYSTEM MAINT	9,963	79,156,035
FLIGHT STDS	2,904	23,072,280
INST & MAT	2,843	22,587,635
AIRPORTS	389	3,090,605
<u>OTHER REGIONAL HQS</u>	<u>1,512</u>	<u>12,012,840</u>
TOTAL	35,562	\$282,540,090

# V. ALL REGIONS COMBINED

## A. AIR TRAFFIC



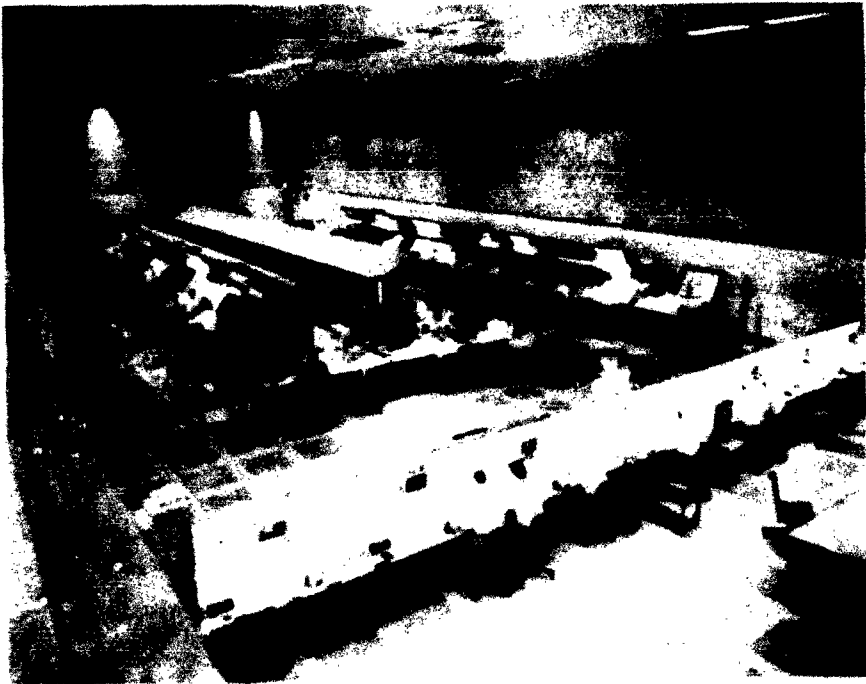
TOTAL PERSONNEL 17,951

<u>ORGANIZATION</u>	<u>NO. OF PERSONNEL</u>	<u>ANNUAL COST</u>	<u>NO. OF LOCATIONS</u>
CENTERS	6,810	\$54,105,450	54
TOWERS	5,974	47,463,430	266
FLIGHT SERVICE STATIONS	3,980	31,621,100	340
INTERNATIONAL FSS	594	4,719,330	17
REGIONAL HEADQUARTERS	538	4,274,410	
ATM SPECIALISTS	35	436,975	
<b>TOTAL</b>	<b>17,951</b>	<b>\$142,620,695</b>	

V. ALL REGIONS COMBINED

A. AIR TRAFFIC

1. CENTERS



TOTAL PERSONNEL 6,810

FUNCTION: "Provide for safe and orderly flow of IFR air traffic by controlling lateral, longitudinal and vertical separation between aircraft."

NOTE: This tabulation includes ARTCC's, Combined Center/Towers, and Sage Sector ATC Personnel.

1. CENTERS (Cont'd)

LOCATIONS		NO OF		LOCATIONS		NO OF	
CITY	STATE	PERS	ANNUAL	CITY	STATE	PERS	ANNUAL
		RANK	COST			RANK	COST
Jamaica	N. Y.	470	3,734,150	El Paso	Tex	77	611,765
Oberlin	Ohio	387	3,074,715	Spokane	Wash	58	460,810
Gravelly Pt	Va	359	2,852,255	Fairbanks	Als	46	365,470
Ft. Worth	Tex	320	2,542,400	San Juan	P. R.	40	317,800
Indianapolis	Ind	318	2,526,510	Agana	Guam	31	246,295
Hampton	Ga	314	2,494,730	Los Angeles	Calif	29	230,405
Nashua	N. H.	308	2,447,060	Balboa Hts	C. Z.	19	150,955
Belleville	Ill	295	2,343,775	Oakland	Calif	18	143,010
Olathe	Kan	291	2,311,995	Wake Is.	Guam	12	95,340
Hilliard	Fla	267	2,121,315	Seattle	Wash	10	79,450
Palmdale	Calif	257	2,041,865	Atlanta	Ga	5	39,725
Fremont	Calif	252	2,002,140	Pittsburgh	Pa	4	31,780
Memphis	Tenn	252	2,002,140	Boston	Mass	3	23,835
Miami	Fla	245	1,946,525	Abingdon	Va	3	23,835
Detroit	Mich	204	1,620,780	Jacksonville	Fla	2	15,890
San Antonio	Tex	198	1,573,110	Atlantic Cty	N. J.	2	15,890
New Orleans	La	197	1,565,165	Chicago	Ill	1	7,945
Longmont	Colo	196	1,557,220	Lafayette	Ind	1	7,945
Salt Lake Cty	Utah	178	1,414,210	Atlantic	Iowa	1	7,945
Farmington	Minn	165	1,310,925	Baltimore	Md	1	7,945
Albuquerque	N. M.	165	1,310,925	Minneapolis	Minn	1	7,945
Auburn	Wash	157	1,247,365	Teterboro	N. J.	1	7,945
Phoenix	Ariz	137	1,088,465	Cleveland	Ohio	1	7,945
St. Louis	Mo	128	1,016,960	Chantilly	Va	1	7,945
Honolulu Oahu	T. H.	107	850,115	King Salmon	Als	1	7,945
Norfolk	Va	100	794,500	Nome	Als	1	7,945
Anchorage	Als	93	738,885				
Great Falls	Mont	81	643,545				
				TOTAL		6,810	\$54,105,450

V. ALL REGIONS COMBINED

A. AIR TRAFFIC

2. TOWERS



TOTAL PERSONNEL 5,974

FUNCTION: "Provide for safe and orderly flow of aircraft movements on and around airports."

NOTE: This tabulation includes towers and combined station/Towers; approach and Non-approach control; RAPCONS, RATCCS and Military Tower Specialists.

2. TOWERS (Cont'd)

<u>STATE</u>	<u>NO OF LCS</u>	<u>NO OF PERS RANK</u>	<u>ANNUAL COST</u>	<u>STATE</u>	<u>NO OF LCS</u>	<u>NO OF PERS RANK</u>	<u>ANNUAL COST</u>
Calif	35	742	5,895,190	Minn	3	81	643,545
Tex	21	498	3,956,610	Okla	3	79	627,655
N. Y.	12	354	2,812,530	Wis	4	79	627,655
Fla	12	271	2,153,095	T. H.	4	77	611,765
Ohio	8	261	2,073,645	N. M.	4	65	516,425
Pa	9	222	1,763,790	Ariz	3	62	492,590
Va	6	221	1,755,845	Utah	3	62	492,590
Ga	7	185	1,469,825	Iowa	4	59	468,755
Ill	7	179	1,422,155	Als	5	56	444,920
Mich	10	164	1,302,980	Mont	4	55	436,975
La	6	143	1,136,135	Ark	3	51	405,195
Mass	8	132	1,048,740	R. I.	1	46	365,470
Mo	4	131	1,040,795	W. Va.	3	45	357,525
N. C.	7	129	1,024,905	Nev	2	44	349,580
N. J.	5	127	1,009,015	Conn	2	41	325,745
Tenn	5	121	961,345	Miss	3	40	317,800
Ind	5	110	873,950	Vt	1	33	262,185
Wash	6	110	873,950	P. R.	1	30	238,350
Ala	4	108	858,060	Ida	3	27	214,515
Colo	4	105	831,225	Wyo	2	23	182,735
Kan	4	100	794,500	N. D.	2	21	166,845
S. C.	5	100	794,500	Del	1	14	111,230
Ky	3	97	770,665	Me	2	12	95,340
Neb	2	84	667,380	S. D.	1	12	95,340
Ore	5	84	667,380				
Md	2	82	651,490	TOTAL	266	5,974	\$47,463,430



V. ALL REGIONS COMBINED

A. AIR TRAFFIC

3. FLIGHT SERVICE STATIONS



TOTAL PERSONNEL 3,980

FUNCTION: "Relay air traffic information and provide other flight assistance service to pilots."

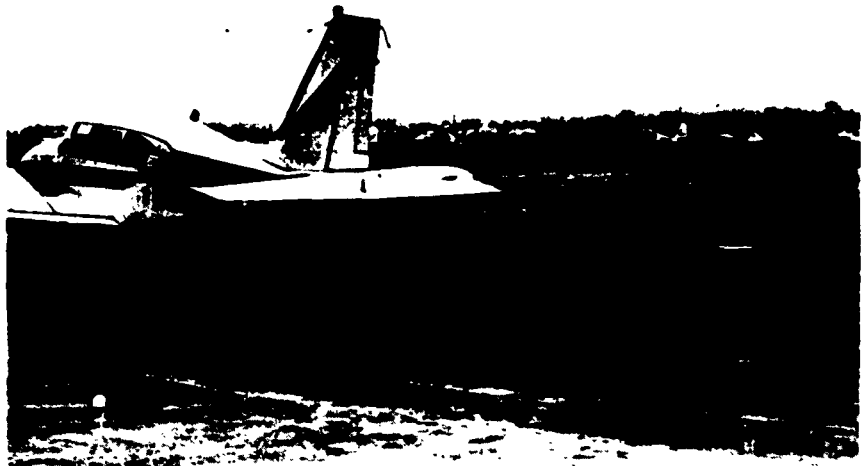
### 3. FLIGHT SERVICE STATIONS (Cont'd)

<u>STATE</u>	<u>NO OF LCS</u>	<u>NO OF PERS RANK</u>	<u>ANNUAL COST</u>	<u>STATE</u>	<u>NO OF LCS</u>	<u>NO OF PERS RANK</u>	<u>ANNUAL COST</u>
Calif	23	339	2,693,355	W. Va.	7	60	476,700
Tex	22	312	2,478,840	Utah	5	58	460,810
Als	32	156	1,239,420	S. C.	5	57	452,865
Mo	7	155	1,231,475	N. C.	5	56	444,920
Va	7	146	1,159,970	Nev	5	55	436,975
Fla	12	143	1,136,135	Ore	6	55	436,975
Ohio	8	140	1,112,300	Wis	6	55	436,975
N. Y.	9	134	1,064,630	N. J.	2	49	389,305
Pa	10	116	921,620	Iowa	5	48	381,360
Mich	9	107	850,115	Ky	4	48	381,360
Ga	7	106	842,170	Idaho	5	43	341,635
N. M.	10	101	802,445	Wyo	6	43	341,635
Wash	8	98	778,610	S. D.	5	42	333,690
Kan	11	96	762,720	Me	4	39	309,855
Okla	7	93	738,885	Mass	2	39	309,855
Mont	12	91	722,995	N. D.	5	39	309,855
Ala	7	85	675,325	Miss	3	30	238,350
Ind	5	83	659,435	T. H.	2	28	222,460
Tenn	6	79	627,655	Conn.	1	17	135,065
Ariz	5	78	619,710	N. H.	2	15	119,175
Ill	4	77	611,765	P. R.	2	14	111,230
Neb	8	75	595,875	Md.	1	11	87,395
Colo	6	74	587,930	Vt.	1	11	87,395
La	5	63	500,535				
Ark	6	61	484,645				
Minn	5	60	476,700	TOTAL	340	3,980	\$31,621,100

IV. ALL REGIONS COMBINED

A. AIR TRAFFIC

4. INTERNATIONAL FLIGHT SERVICE STATIONS



TOTAL PERSONNEL 594

FUNCTION: "Relay Air Traffic information and provide other flight assistance service to pilots."

4. INTERNATIONAL FLIGHT SERVICE STATIONS (Cont'd)

<u>LOCATIONS</u>		<u>NO. OF</u> <u>PERSONNEL</u> <u>RANKED</u>	<u>ANNUAL</u> <u>COST</u>
<u>CITY</u>	<u>STATE</u>		
Miami	Fla.	108	858,060
Balboa Hts. C. Z.	P. R.	87	691,215
Jamaica	N. Y.	75	595,875
Anchorage	Alaska	73	579,985
Honolulu Oahu	T. H.	64	508,480
San Francisco	Calif.	59	468,755
San Juan	P. R.	58	460,810
Wake	Guam	29	230,405
Agana	Guam	19	150,955
Cold Bay	Alaska	9	71,505
Canton Island	Guam	7	55,615
Lovelock	Nev.	1	7,945
Philadelphia	Pa.	1	7,945
Gravelly Point	Va.	1	7,945
Bettles	Alaska	1	7,945
Cordova	Alaska	1	7,945
Farewell	Alaska	<u>1</u>	<u>7,945</u>
	TOTAL	594	\$4,719,330

SYSTEMS MAINTENANCE

V. ALL REGIONS COMBINED

B. SYSTEMS MAINTENANCE



TOTAL PERSONNEL 9,963

<u>ORGANIZATION</u>	<u>NO. OF PERSONNEL</u>	<u>ANNUAL COST</u>	<u>NO. OF LOCATIONS</u>
SYS MAINT SECTORS	7,928	62,987,960	697
MAINT DIST OFFICES	1,054	8,374,030	151
REGIONAL HQS	510	4,051,950	
FIELD MAINT PARTIES	424	3,368,680	34
LANDING FLD CARETAKERS	47	373,415	47
TOTAL	9,963	\$79,156,035	

V. ALL REGIONS COMBINED

B. SYSTEMS MAINTENANCE

1. SYSTEM MAINTENANCE SECTORS



TOTAL PERSONNEL 7,928

FUNCTION: "Maintain and repair air navigation aids and traffic control communications and plant facilities."

1. SYSTEM MAINTENANCE SECTORS (Cont'd)

<u>STATE</u>	<u>NO OF LCS</u>	<u>NO OF PERS RANK</u>	<u>ANNUAL COST</u>	<u>STATE</u>	<u>NO OF LCS</u>	<u>NO OF PERS RANK</u>	<u>ANNUAL COST</u>
Calif	49	770	6,117,650	Neb	10	108	858,060
Tex	41	577	4,584,265	N. C.	14	96	762,720
Als	37	563	4,473,035	Minn	7	94	746,830
N. Y.	30	383	3,042,935	Ariz	13	93	738,885
Fla	25	333	2,645,685	Nev	10	90	715,050
Va	24	288	2,288,160	Okla	9	90	715,050
Pa	23	275	2,184,875	S. C.	9	90	715,050
Ohio	21	225	1,787,625	Wyo	13	89	707,105
Ga	18	215	1,708,175	Idaho	12	75	595,875
Wash	15	210	1,668,450	Ark	11	72	572,040
Ill	15	180	1,430,100	W. Va.	13	72	572,040
Colo	14	175	1,390,375	Md	7	71	564,095
N. M.	16	169	1,342,705	Ky	8	66	524,370
Tenn	11	163	1,295,035	Wis	10	64	508,480
Utah	10	161	1,279,145	Iowa	11	63	500,535
Kan	15	160	1,271,200	Miss	7	47	373,415
Mo	13	152	1,207,640	N. D.	6	43	341,635
Ind	12	146	1,159,970	Me	7	41	325,745
T. H.	11	142	1,128,190	N. H.	3	40	317,800
Mich	17	140	1,112,300	S. D.	9	40	317,800
La	8	133	1,056,685	Conn	4	30	238,350
N. J.	12	131	1,040,795	R. I.	2	23	182,735
Mont	15	124	985,180	Vt	2	18	143,010
Ore	13	123	977,235	Del	2	11	87,395
P. R.	5	118	937,510	D. C.	1	2	15,890
Mass	11	117	929,565	Bahamas	1	1	7,945
Ala	11	116	921,620				
Guam	4	110	873,950				
					697	7,928	\$62,987,960



V. ALL REGIONS COMBINED

B. SYSTEMS MAINTENANCE

2. MAINTENANCE DISTRICT OFFICES



TOTAL PERSONNEL 1,054

FUNCTION: "Supervise the work program of several System Maintenance Sectors."

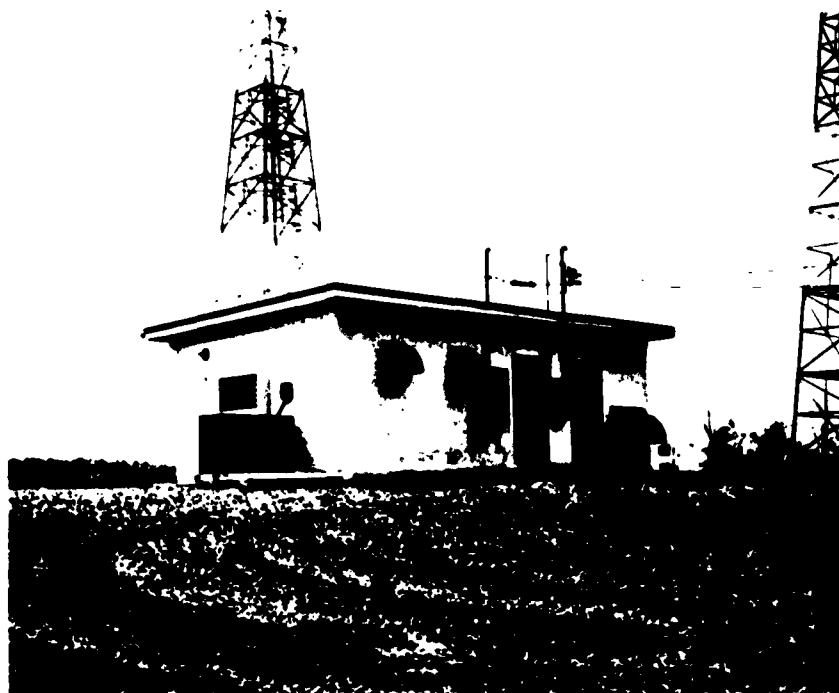
## 2. MAINTENANCE DISTRICT OFFICES ( Cont'd)

LOCATIONS		NO OF	ANNUAL	LOCATIONS		NO OF	ANNUAL
CITY	STATE	PERS RANK	COST	CITY	STATE	PERS RANK	COST
Miami	Fla	37	293,965	Portland	Me	6	47,670
East Point	Ga	27	214,515	Billings	Mon	6	47,670
El Paso	Tex	26	206,570	Syracuse	N. Y.	6	47,670
San Antonio	Tex	26	206,570	Arlington	Va	5	39,725
Seattle	Wash	26	206,570	Green Bay	Wis	5	39,725
Albuquerque	N. M.	25	198,625	Aurora	Ill	4	31,780
Los Angeles	Cal	24	190,680	Des Moines	Iow	4	31,780
Tulsa	Okla	24	190,680	Olathe	Kan	4	31,780
Memphis	Tenn	24	190,680	Juneau	Als	4	31,780
Denver	Colo	23	182,735	Atlanta	Ga	3	23,835
Detroit	Mch	23	182,735	Chicago	Ill	3	23,835
Oakland	Cal	21	166,845	Moline	Ill	3	23,835
New Orleans	La	21	166,845	Peoria	Ill	3	23,835
Raleigh	N. C.	21	166,845	Rockford	Ill	3	23,835
Salt Lake City	Utah	21	166,845	Hutchinson	Kan	3	23,835
Fort Worth	Tex	20	158,900	Kansas City	Mo	3	23,835
Montgomery	Ala	18	143,010	Fairbanks	Als	3	23,835
Phoenix	Ari	18	143,010	Joliet	Ill	2	15,890
Jacksonville	Fla	18	143,010	Springfield	Ill	2	15,890
Kansas City	Kan	18	143,010	Evansville	Ind	2	15,890
Minneapolis	Min	18	143,010	Fort Wayne	Ind	2	15,890
San Francisco	Cal	16	127,120	Cedar Rapids	Iow	2	15,890
Valley Stream	N. Y.	16	127,120	Anthony	Kan	2	15,890
Indianapolis	Ind	15	119,175	Garden City	Kan	2	15,890
Portland	Ore	15	119,175	Salina	Kan	2	15,890
Bedford	Mass	14	111,230	Topeka	Kan	2	15,890
St. Louis	Mo	14	111,230	Grand Rapids	Mch	2	15,890
Cleveland	Oho	14	111,230	Jackson	Mch	2	15,890
Great Falls	Mont	13	103,285	Rochester	Minn	2	15,890
Omaha	Neb	13	103,285	Farmington	Mo	2	15,890
Spokane	Wash	13	103,285	Lincoln	Neb	2	15,890
Park Ridge	Ill	12	95,340	Roswell	N. M.	2	15,890
Los Vegas	Nev	12	95,340	Charlotte	N. C.	2	15,890
Boise	Ida	11	87,395	Pierre	S. D.	2	15,890
Wichita	Kan	11	87,395	Milwaukee	Wis	2	15,890
Reno	Nev	11	87,395	Palmdale	Cal	1	7,945
Alexandria	Va	11	87,395	Hilliard	Fla	1	7,945
Anchorage	Als	11	87,395	Orlando	Fla	1	7,945
Grand Junction	Colo	10	79,450	Pahokee	Fla	1	7,945
South Bend	Ind	10	79,450	Bradford	Ill	1	7,945
Louisville	Ky	10	79,450	Champaign	Ill	1	7,945
Glens Falls	N. Y.	10	79,450	Chicago Hts	Ill	1	7,945
New Rochelle	N. Y.	10	79,450	Quincy	Ill	1	7,945
Erie	Pa	10	79,450	Vandalia	Ill	1	7,945
Harrisburg	Pa	10	79,450	La Grange	Ind	1	7,945
Philadelphia	Pa	10	79,450	Terre Haute	Ind	1	7,945
Richmond	Va	10	79,450	Burlington	Iow	1	7,945
Roanoke	Va	10	79,450	Sioux City	Iow	1	7,945
Fresno	Cal	9	71,505	Waterloo	Iow	1	7,945
North Platte	Mch	9	71,505	Chanute	Kan	1	7,945
Cincinnati	Oho	9	71,505	Emporia	Kan	1	7,945
Medford	Ore	9	71,505	Goodland	Kan	1	7,945
Agana	Guam	9	71,505	Baton Rouge	La	1	7,945
Fargo	N. D.	8	63,560	Flint	Mch	1	7,945
Pittsburgh	Pa	8	63,560	Houghton	Mch	1	7,945
Sioux Falls	S. D.	8	63,560	Muskegon	Mch	1	7,945
Casper	Wyo	8	63,560	Traverse Cy	Mch	1	7,945
Honolulu Oahu	T. H.	8	63,560	Other		35	278,075
Santa Monica	Cal	7	55,615	Total		1054	\$8,374,030

V. ALL REGIONS COMBINED

B. SYSTEMS MAINTENANCE

3. FIELD MAINT PARTIES



TOTAL PERSONNEL 424

FUNCTION: "Perform major repairs and maintenance to buildings, structures and roads by use of FAA personnel or with contractor assistance."

### 3. FIELD MAINT PARTIES (Cont'd)

<u>LOCATIONS</u>		<u>NO. OF</u>	<u>ANNUAL</u>
<u>CITY</u>	<u>STATE</u>	<u>PERSONNEL</u>	<u>COST</u>
		<u>RANKED</u>	
Anchorage	Alaska	118	937,510
Wake Island	Guam	86	683,270
Kansas City	Mo.	22	174,790
Jamaica	N. Y.	15	119,175
Columbus	Ohio	11	87,395
Honolulu Oahu	T. H.	11	87,395
Palmdale	Calif.	10	79,450
San Mateo	Calif.	10	79,450
Watertown	S. D.	10	79,450
Joliet	Ill.	9	71,505
Ft. Wayne	Ind.	9	71,505
Worcester	Mass.	9	71,505
Avaco	Pa.	9	71,505
Gravelly Point	Va.	9	71,505
Vichy	Mo.	9	71,505
Phoenix	Ariz.	8	63,560
Minneapolis	Minn.	8	63,560
Seattle	Wash.	8	63,560
Denver	Colo.	7	55,615
Salt Lake City	Utah	7	55,615
Atlanta	Ga.	6	47,670
Pittsburgh	Pa.	6	47,670
Boise	Idaho	5	39,725
Yahutat	Alaska	4	31,780
Canton Island	Guam	4	31,780
Sanannah	Ga.	3	23,835
Missoula	Mont.	3	23,835
Cold Bay	Alaska	2	15,890
Hilliard	Fla.	1	7,945
Baton Rouge	La.	1	7,945
Leesburg	Va.	1	7,945
Bethel	Alaska	1	7,945
King Salmon	Alaska	1	7,945
Agana	Guam	1	7,945
	TOTAL	424	\$3,368,680

FLIGHT STANDARDS

V. ALL REGIONS COMBINED

C. FLIGHT STANDARDS



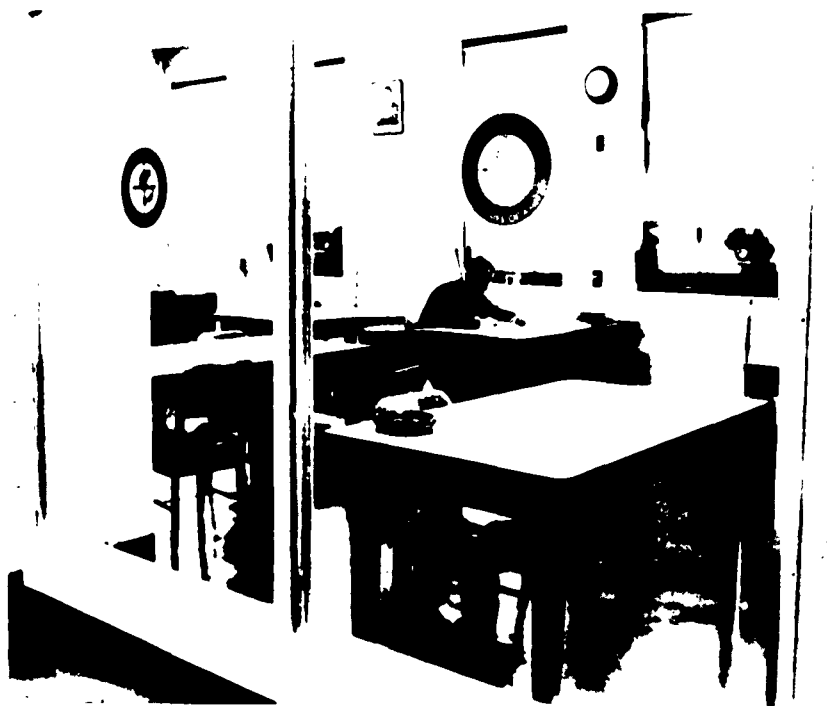
TOTAL PERSONNEL 2,904

<u>ORGANIZATION</u>	<u>NO. OF PERSONNEL</u>	<u>ANNUAL COST</u>	<u>NO. OF LOCATIONS</u>
REGIONAL HQS	1,070	8,501,150	23
GEN'L AVIA DIST OFF	593	4,711,385	81
FLT INSPECT FLD OFF	525	4,171,125	21
AIR CARRIER DIST OFF	502	3,988,390	33
ENGR & MFG DIST OFF	129	1,024,905	25
FLT STDS DIST OFF	85	675,325	10
TOTAL	2,904	\$23,072,280	

V. ALL REGIONS COMBINED

C. FLIGHT STANDARDS

1. GENERAL AVIATION DISTRICT OFFICES



TOTAL PERSONNEL 593

FUNCTION: "Examine and certificate general airmen, air agencies, and air taxi operators. Maintain surveillance over executive, business, pleasure and instructional flying to assure compliance with safety rules and standards."

## 1. GENERAL AVIATION DISTRICT OFFICES (Cont'd)

[illegible]

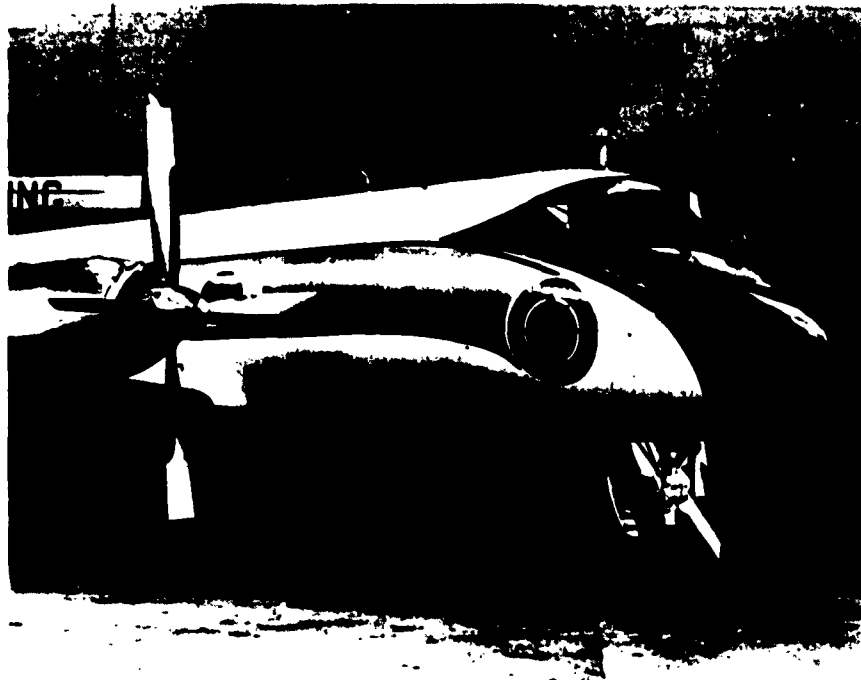


---

V. ALL REGIONS COMBINED

C. FLIGHTS STANDARDS

2. FLIGHT INSPECTION FIELD OFFICES



TOTAL PERSONNEL 525

**FUNCTION:** "Perform flight inspection to certify the reliability of the signals emanating from ground electronic equipment used as aids to air navigation. Checks are made to calibrate newly installed, relocated or modified facilities."

2. FLIGHT INSPECTION FIELD OFFICES (Cont'd)

LOCATIONS		NO. OF	
<u>CITY</u>	<u>STATE</u>	<u>PERSONNEL</u>	<u>ANNUAL</u>
		<u>RANKED</u>	<u>COST</u>
Atlanta	Ga.	95	754,775
Ft. Worth	Tex.	46	365,470
Jamaica	N. Y.	45	357,525
Battle Creek	Mich.	31	246,295
Kansas City	Mo.	30	238,350
Minneapolis	Minn.	29	230,405
Columbus	Ohio	28	222,460
Bradford	Mass.	26	206,570
Oakland	Calif.	24	190,680
Santa Monica	Calif.	24	190,680
Orlando	Fla.	23	182,735
Meridian	Miss.	22	174,790
Seattle	Wash.	22	174,790
Anchorage	Alaska	21	166,845
Richmond	Va.	17	135,065
Albuquerque	N. M.	16	127,120
Salt Lake City	Utah	14	111,230
Denver	Colo.	9	71,505
Los Angeles	Calif.	1	7,945
Sidon	Miss.	1	7,945
Honolulu Oahu	T. H.	<u>1</u>	<u>7,945</u>
	TOTAL	525	\$4,171,125

V. ALL REGIONS COMBINED

C. FLIGHT STANDARDS

3. AIR CARRIER DISTRICT OFFICES



TOTAL PERSONNEL 502

FUNCTION: "Examine and certificate air carriers, airmen, and air agencies. Maintain surveillance over all U. S. air carrier activities to insure continuing compliance with civil air regulations. Investigate accidents & violations."

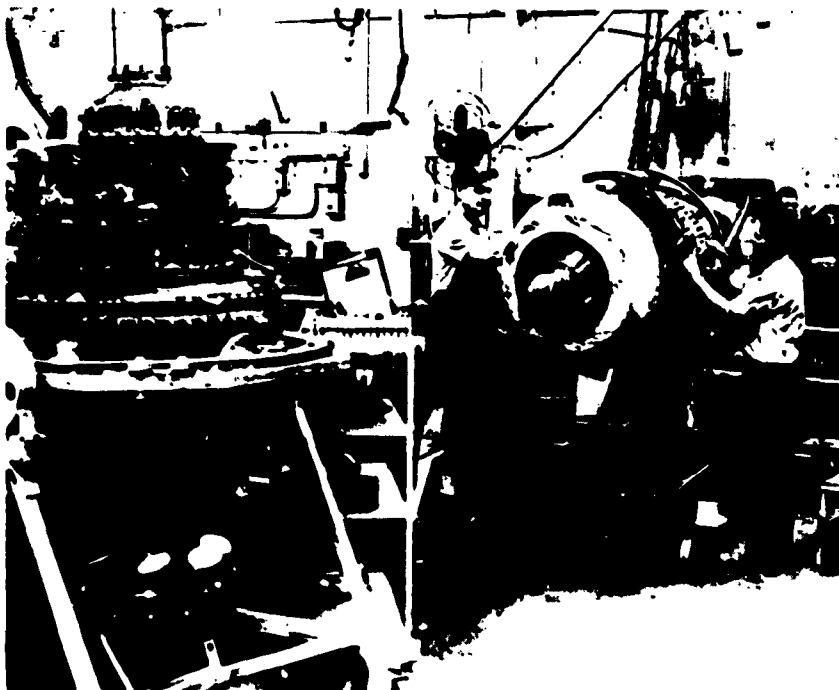
### 3. AIR CARRIER DISTRICT OFFICES (Cont'd)

<u>LOCATIONS</u>		<u>NO. OF</u> <u>PERSONNEL</u> <u>RANKED</u>	<u>ANNUAL</u> <u>COST</u>
<u>CITY</u>	<u>STATE</u>		
Miami	Fla.	52	413,140
Kansas City	Mo.	33	262,185
San Francisco	Calif.	31	246,295
Minneapolis	Minn.	30	238,350
Jamaica	N. Y.	30	238,350
East Point	Ga.	28	222,460
Los Angeles	Calif.	27	214,515
Denver	Colo.	26	206,570
Dallas	Tex.	22	174,790
Burbank	Calif.	20	158,900
Boston	Mass.	20	158,900
Chicago	Ill.	17	135,065
Seattle	Wash.	15	119,175
Newark	N. J.	14	111,230
Flushing	N. Y.	13	103,285
Ft. Worth	Tex.	13	103,285
Honolulu Oahu	T. H.	12	95,340
Houston	Tex.	11	87,395
Ypsilanti	Mich.	10	79,450
St. Louis	Mo.	10	79,450
Tulsa	Okla.	10	79,450
Indianapolis	Ind.	9	71,505
Utica	N. Y.	8	63,560
Winston Salem	N. C.	8	63,560
Nashville	Tenn.	8	63,560
San Antonio	Tex.	6	47,670
Gravelly Point	Va.	6	47,670
Pittsburgh	Pa.	5	39,725
San Juan	P. R.	4	31,780
Washington	D. C.	1	7,945
New Orleans	La.	1	7,945
South Belmar	N. J.	1	7,945
Oklahoma City	Okla.	1	7,945
TOTAL		502	\$3,988,390

V. ALL REGIONS COMBINED

C. FLIGHT STANDARDS

4. ENGR & MFG DISTRICT OFFICES



TOTAL PERSONNEL 129

FUNCTION: "Inspect and certificate aircraft modifications and factory production of aircraft and components. Witness tests for proof of compliance with airworthiness design standards."

4. ENGR & MFG DISTRICT OFFICES (Cont'd)

<u>LOCATIONS</u>		<u>NO. OF</u>	<u>ANNUAL</u>
<u>CITY</u>	<u>STATE</u>	<u>PERSONNEL</u>	<u>COST</u>
		<u>RANKED</u>	
East Point	Ga.	20	158,900
Seattle	Wash.	12	95,340
Miami	Fla.	8	63,560
Long Beach	Calif.	7	55,615
Burbank	Calif.	6	47,670
Windsor	Conn.	6	47,670
Marietta	Ga.	6	47,670
Muskegon	Mich.	6	47,670
Vandalia	Ohio	6	47,670
Ft. Worth	Tex.	6	47,670
San Diego	Calif.	5	39,725
Santa Monica	Calif.	5	39,725
Wichita	Kan.	5	39,725
Indianapolis	Ind.	4	31,780
Bethany	Okla.	4	31,780
Harrisburg	Pa.	4	31,780
San Antonio	Tex.	4	31,780
Ypsilanti	Mich.	3	23,835
Hasbrouch Hts.	N. J.	3	23,835
Bethpage	N. Y.	3	23,835
Stratford	Conn.	2	15,890
Hagerstown	Md.	1	7,945
9380	Md.	1	7,945
Teterboro	N. J.	1	7,945
Williamsport	Pa.	<u>1</u>	<u>7,945</u>
	TOTAL	129	\$1,024,905

V. ALL REGIONS COMBINED

C. FLIGHT STANDARDS

5. FLIGHT STANDARDS DISTRICT OFFICES



TOTAL PERSONNEL 85

FUNCTION: "A combined office consisting of any combination of ACDO, GADO or EMDO. Used where the office size of the ACDO, GADO or EMDO at the same location is so small that it is more efficient to combine into a FSDO."

5. FLIGHT STANDARDS DISTRICT OFFICES (Cont'd)

LOCATIONS		NO. OF	
<u>CITY</u>	<u>STATE</u>	<u>PERSONNEL</u>	<u>ANNUAL</u>
		<u>RANKED</u>	<u>COST</u>
Anchorage	Alaska	40	317,800
Flushing	N. Y.	12	95,340
Fairbanks	Alaska	10	79,450
Gravelly Point	Va.	8	63,560
Juneau	Alaska	6	47,670
Philadelphia	Pa.	3	23,835
Washington	D. C.	2	15,890
Abingdon	Va.	2	15,890
Battle Creek	Mich.	1	7,945
Richmond	Va.	<u>1</u>	<u>7,945</u>
	TOTAL	85	\$675,325



AIRPORTS

V. ALL REGIONS COMBINED

D. AIRPORTS



TOTAL PERSONNEL 389

<u>ORGANIZATION</u>	<u>NO. OF PERSONNEL</u>	<u>ANNUAL COST</u>	<u>NO. OF LOCATIONS</u>
AIRPORT DIST. OFF'S	224	1,779,680	25
REGIONAL HQS	<u>165</u>	<u>1,310,925</u>	<u>7</u>
TOTAL	389	\$3,090,605	

V. ALL REGIONS COMBINED

D. AIRPORTS

1. AIRPORT DISTRICT OFFICES



TOTAL PERSONNEL 224

FUNCTION: "Gather airport data that is used in establishing engineering standards. Plan the development of airports. Determine compliance with the terms of agreements under which funds or facilities have been made available to municipalities. Administer the Federal-Aid Airport Program."

1. AIRPORT DISTRICT OFFICES (Cont'd)

<u>LOCATIONS</u>		<u>NO. OF</u>	<u>ANNUAL</u>
<u>CITY</u>	<u>STATE</u>	<u>PERSONNEL</u>	<u>COST</u>
		<u>RANKED</u>	
Ft. Worth	Tex.	16	127,120
Miami	Fla.	12	95,340
Lansing	Mich.	12	95,340
Shreveport	La.	11	87,395
Boston	Mass.	11	87,395
St. Paul	Minn.	11	87,395
Seattle	Wash.	11	87,395
Chicago	Ill.	10	79,450
Lincoln	Neb.	10	79,450
Oklahoma City	Okla.	10	79,450
Los Angeles	Calif.	9	71,505
Oakland	Calif.	9	71,505
East Point	Ga.	9	71,505
Charlotte	N. C.	9	71,505
Columbus	Ohio	9	71,505
Harrisburg	Pa.	9	71,505
Denver	Colo.	8	63,560
Jackson	Miss.	8	63,560
Kansas City	Mo.	8	63,560
Jamaica	N. Y.	7	55,615
Phoenix	Ariz.	6	47,670
Alexandria	Va.	6	47,670
Reno	Nev.	5	39,725
Helena	Mont.	4	31,780
Gravelly Point	Va.	4	31,780
	TOTAL	224	\$1,779,680

V. ALL REGIONS COMBINED

E. INSTALLATION AND MATERIEL



TOTAL PERSONNEL 2,843

<u>ORGANIZATION</u>	<u>NO OF PERSONNEL</u>	<u>ANNUAL COST</u>	<u>NO OF LOCATIONS</u>
COMMISSARIES ,			
MESS & DOMESTIC SCVS	67	532,315	5
REGIONAL HQS	<u>2,776</u>	<u>22,055,320</u>	
TOTAL	<u>2,843</u>	<u>\$22,587,635</u>	

1. COMMISSARIES, MESSING, AND DOMESTIC SERVICES (Cont'd)

<u>LOCATIONS</u>		<u>NO OF</u>	<u>ANNUAL</u>
<u>STATE</u>	<u>CITY</u>	<u>PERSONNEL</u>	<u>COST</u>
		<u>RANKED</u>	
Guam	Wake Is.	40	317,800
Guam	Canton Is.	15	119,175
Alaska	Anchorage	9	71,505
T. H.	Honolulu Oahu	2	15,890
Ky	Covington	1	7,945
	TOTAL	<u>67</u>	<u>\$532,315</u>

VI. AERONAUTICAL CENTER



TOTAL PERSONNEL 4,083

1. AERONAUTICAL CENTER (Cont'd)

LOCATIONS		NO OF	ANNUAL	LOCATIONS		NO OF	ANNUAL
CITY	STATE	PERS RANK		CITY	STATE	PERS RANK	
Oklahoma City	Okla	3,950	31,382,750	Owls Head	Me	1	7,945
Washington	D. C.	45	357,525	Waterville	Me	1	7,945
Gravelly Point	Va	23	182,735	Baltimore	Md	1	7,945
Los Angeles	Calif	20	158,900	7575 *	Md	1	7,945
8907 *	Ariz	1	7,945	Boston	Mass	1	7,945
Gateway	Ark	1	7,945	5147 *	Mass	1	7,945
Moro	Ark	1	7,945	Detroit	Mich	1	7,945
3028 *	Ark	1	7,945	8342 *	Miss	1	7,945
9100 *	Ark	1	7,945	0125 *	Mo	1	7,945
Culver City	Calif	1	7,945	Kansas City	Mo	1	7,945
Pasadena	Calif	1	7,945	Sleeper	Mo	1	7,945
3000 *	Conn	1	7,945	Loup City	Neb	1	7,945
7305 *	Conn	1	7,945	New York	N. Y.	1	7,945
Miami	Fla	1	7,945	Cleveland	Ohio	1	7,945
Orlando	Fla	1	7,945	Oilton	Okla	1	7,945
Lewiston	Idaho	1	7,945	Tulsa	Okla	1	7,945
6900 *	Idaho	1	7,945	Latrobe	Pa	1	7,945
Chicago	Ill	1	7,945	Philadelphia	Pa	1	7,945
Earlton	Kan	1	7,945	Dallas	Tex	1	7,945
Kincaid	Kan	1	7,945	El Paso	Tex	1	7,945
Wichita	Kan	1	7,945	Richmond	Va	1	7,945
8360 *	Ky	1	7,945	Seattle	Wash	1	7,945
8595 *	Ky	1	7,945	Tacoma	Wash	1	7,945
New Orleans	La	1	7,945				
3913 *	La	1	7,945				
2280 *	Me	1	7,945				
				TOTAL		4,083	\$32,439,435

\* City name for code number not known.



VI. N A F E C



TOTAL PERSONNEL 1,680

<u>ORGANIZATION</u>	<u>NO. OF PERSONNEL</u>		<u>ANNUAL COST</u>
	<u>ATL CITY</u>	<u>BOSTON-BEDFORD</u>	
TECH SVCS DIV	688	15	\$5,585,335
SUPPORT SVCS DIV	366		2,907,870
EXPERMT'L DIV	301	8	2,455,005
EVALUATION DIV	121		961,345
RESEARCH DIV	77		611,765
MGT SVCS DIV	73		579,985
OTHER	31		246,295
<u>TOTAL</u>	<u>1,657</u>	<u>23</u>	<u>\$13,347,600</u>

## VIII. THE PERSONNEL DATA CARD DECK

The source of the personnel data contained in this report was the IBM Personnel Card Deck on file in the FAA Data Processing Branch, MS-170. Complete information concerning this deck is contained in FAA Handbook PT P-3290.1 dated May 7, 1962.

The card deck contains one card for each FAA employee. In processing the deck to obtain the required tabulations, for this report the following card columns were used.

### Card Column 6 - Headquarters Codes

1 - Eastern	5 - Alaskan
2 - Southwest	6 - Pacific
3 - Central	7 - Aero Center
4 - Western	8 - NAFEC
	9 - Southern

### Card Columns 7 thru 10 - Organization Codes

#### Regional Headquarters

G010 Flight Standards District Offices  
G510 Flight Inspection Field Offices  
G310 Aircraft Eng. & Mfg. District Offices  
G610 General Aviation District Offices  
G710 Air Carrier District Offices  
G000, 100, 200, 300, 400, 600, 700, 800 Flt. Standards Regional Hqs.

H410 Airport District Offices  
H000, 100, 200, 300 Airport Regional Headquarters

M950, 960 Commissaries, Mess. & Domestic Services  
M000, 100, 900 Installation and Material Regional Headquarters

N910, 920, 930, 970 Systems Maintenance Sectors, SMS Electronic,  
SMS Plant, SMS Sage.  
N940 Systems Field Maintenance Parties  
N950 Systems Maintenance District Offices  
N960 Landing Field Caretakers  
N000 System Maintenance Regional Hqs.

VIII. THE PERSONNEL DATA CARD DECK (Cont'd)

P510 Flight Service Stations

P520 International FSS

P610 ATC Towers-Non-Approach Control

P620 " " - Approach Control

P630 " " - Radar Approach Control

P640 Combined Station/Towers - Non Approach Control

P650 " " " - Approach Control

P660 " " " - Radar Approach Control

P670 RAPCON or RATCC

P680 Resident ATM Specialists - Military Towers

P710, 720, 740 Air Route Traffic Control Centers, Combined  
Center/Towers, Sage Sector ATC Personnel

P000, 100, 200, 300, 400, 500, 810 Air Traffic Regional Hqs, Air  
Traffic Supervisors (Area)

All Other Regional Codes combined. A000, 120, 300, C000, D000, 300,  
400, D500, 530, E000, 300, 400, F000 - I000, J000, R000, S000, Z000.

Washington Headquarters

G Flight Standards Service

H Airports Service

M Installation & Materiel Service

N Systems Maintenance Service

P Air Traffic Service

Q Systems Research and Development Service

All Other Washington Headquarters Codes combined.

NAFEC

Q1 Research Division

Q2 Evaluation Division

Q3 Experimentation Division

Q4 Technical Services Division

Q5 Supporting Services Division

Q8 Management Services Division

All Other NAFEC Codes combined.

# VIII. THE PERSONNEL DATA CARD DECK (Cont'd)

Card Columns 73 - 74 Duty Station, States Codes

Card Columns 75 - 78 Duty Station, City Codes

The information in the report pertaining to the location and organization of FAA employees was obtained directly from the computer runs. In some cases the number of locations for field offices, obtained by counting the cities where FAA personnel are based, does not agree with other FAA publications. Differences occur where more than one of the same type office is located in the same city.

For example, there are two Systems Maintenance Sector offices located at Jamaica, N. Y. In terms of SMS locations this shows up as one, however, in terms of number of SMS offices it would be reported as two.

In any large scale data processing program, errors inevitably occur. No attempt was made to reconcile discrepancies. The data presented in the tables is as recorded on the IBM tabulations obtained from MS-170. As a result, errors due to incorrect basic input data, updating errors, coding errors, card punching errors, and data processing errors appear in the report exactly as they appear in the MS-170 tabulations. Personnel may be shown at locations where none are actually assigned, and vice versa, more personnel may be listed at a location than are actually there.

IX. APPENDIXES

1. CALCULATION OF PERSONAL SERVICES COST AS  
PERCENT OF TOTAL BUDGET COST

FAA Budget Estimate

FY 1963 Vol I

Page 2 Schedule of Permanent Positions

<u>1962</u>	<u>1963</u>
Dept-Field	Dept-Field
3431 - 40,322	3578 - 44,173
Total 43,753	Total 47,751

TOTAL COST OF PERSONAL SERVICES

<u>1962</u>	<u>1963</u>
\$349,181,529	\$379,361,618

Page 10

1962

1963

Total All Appropriations

No. of Permanent Positions

43,753

47,751

Appropriation or Estimates

\$799,800,000

\$810,800,000

$\frac{0.436}{\$799.8/349.2}$

$\frac{0.467}{\$810.8/379.4}$

% = 43.6

% = 46.7

Calculation of Avg Annual Cost per FAA employee.

Personnel  $\frac{43753 \times \$7,980}{349,181,529}$

$\frac{47751 \times \$7,945}{379,361,618}$

IX. APPENDIXES

2. METHOD USED TO CALCULATE PERSONNEL RATIOS

<u>SVC</u>	<u>ORG</u>	<u>HEADQUARTERS</u>		<u>ORG</u>	<u>FLD OPERATING UNITS</u>	
		<u>PERSONNEL</u>	<u>RATIO</u>		<u>PERSONNEL</u>	<u>RATIO</u>
ATS	Wash	440		Cen	6,810	
	Reg	538		Tow	5,974	
				FSS	3,980	
				IFSS	594	
				Spec	55	
	<u>TOT</u>	<u>978</u>	<u>1</u>	<u>TOT</u>	<u>17,413</u>	<u>18</u>
SMS	Wash	137		SMS	7,928	
	Reg	510		MDO	1,054	
				FMP	424	
				LFC	47	
	<u>TOT</u>	<u>647</u>	<u>1</u>	<u>TOT</u>	<u>9,453</u>	<u>15</u>
F.S.	Wash	771		GADO	593	
	Reg.	1,070		FIFO	525	
				ACDO	502	
				EMDO	129	
				FSDO	85	
	<u>TOT</u>	<u>1,841</u>	<u>1</u>	<u>TOT</u>	<u>1,834</u>	<u>1</u>
IM	Wash	633		COM	67	
	Reg	2,776				
	<u>TOT</u>	<u>3,409</u>	<u>1</u>	<u>TOT</u>	<u>67</u>	<u>0.02</u>
FAA	OKC	4,083		ATS	17,413	
TOT	ACY	1,680		SMS	9,453	
	WASH	4,522		FS	1,834	
(Reg)	ATS	538		APT	224	
	SMS	510		IM	67	
	FS	1,070				
	APT	165				
	IM	2,776				
	OTH	1,512				
GRAND TOTAL		<u>16,856</u>	<u>1</u>	<u>TOT</u>	<u>28,991</u>	<u>1.7</u>

IX. APPENDIXES

3. ALL REGIONS COMBINED. This tabulation contains locations providing several types of FAA service, the "Graded Service Concept." These locations are potential candidates for consolidation at sub-regional level under one area manager, to achieve a configuration of personnel deployment which makes the best over-all use of FAA resources, and establishes the FAA image as an integrated service-minded organization in the eyes of the public.

CODE LETTER		P				N				G				H		Annual Cost	
CODE NUMBER		71	61-67	51-52		91	95	97		61	71	31	01	51	4		
City	State	Air Traffic				Sys Maint				Flight Standards				Apts			
		C	T	F		S	D	F		G	A	E	D		F		
Phoenix	Ariz	137	23	25		39	18	8		9					6	265	2,105,425
Los Angeles	Calif	29	70	46		57	24			11	27			1	9	274	2,176,930
Oakland	Calif	18	40	32		91	21			14				24	9	249	1,978,305
Denver	Colo		51	40		57	23	7		11	26			9	8	232	1,843,240
Miami	Fla	245	64	110		115	37			16	52	8			12	659	5,235,755
Chicago	Ill	1	40			28	3				17				10	99	786,555
Shreveport	La		48			31				5					11	95	754,775
Boston	Mass	3	52	27		44					20				11	157	1,247,365
Jackson	Miss		17			10				7					8	42	333,690
Kansas City	Mo		58	69		41	3	22			33				8	234	1,859,130
Helena	Mont		5	6		8				3					4	26	206,570
Lincoln	Nebr		43	11		22	2			10					10	98	778,610
Reno	Nev		15			11	11			4					5	46	365,470
Jamaica	N. Y.	470	88	106		101	1	15			30			45	7	863	6,856,535
Charlotte	N. C.		25			20	2			6					9	62	492,590
Columbus	Ohio		49	17		22		11		6				28	9	142	1,128,190
Oklahoma Cty	Okla		41	30		44				12	1				10	138	1,096,410
Harrisburg	Pa		26	15		19	10			6		4			9	89	707,105
Ft Worth	Tex	320	42	50		107	20			7	13	6		46	16	627	4,981,515
Seattle	Wash	10	13	38		95	26	8		8	15	12		22	11	258	2,049,810

Code: C - Center, T - Tower, F - FSS, S - Sys Maint Sec, D - Maint Dist Off., F - Field Maint Party  
G - Gen Avia Dist Off., A - Air Carr. Dist Off., E - Eng & Mfg Dist Off., D - Flt Std Dist Off.,  
F - Flt Insp. Fld Off., A - Airport Dist Off.